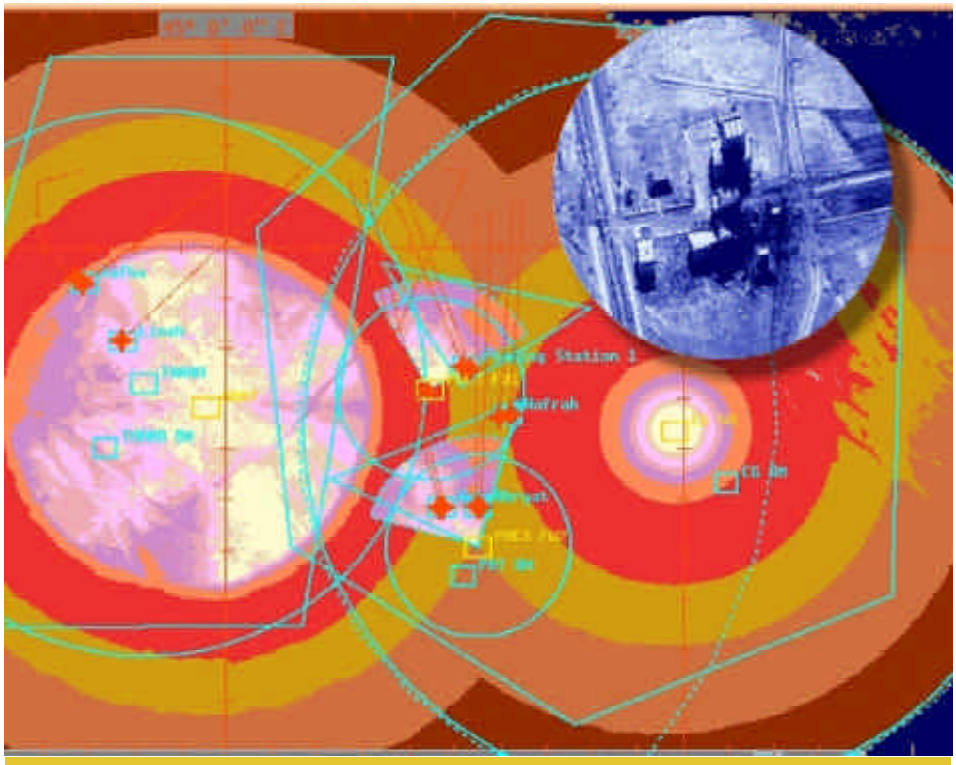

GROUND TRUTH
JOINT BATTLE DAMAGE ASSESSMENT NEWSLETTER
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Joint Battle Damage Assessment Works to Field

DOTMLP-F Enhancements

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In the three months since the last issue of *Ground Truth*, Joint Battle Damage Assessment (JBDA) has focused upon analyzing the tremendous volume of baseline data (12 gigabytes of automated data, 1,789 manual forms, and 77 tapes) collected at US Forces Korea's (USFK's) combined (multinational), computer-assisted command post exercise Ulchi Focus Lens 2002 (UFL 02). This formidable task has been somewhat simplified by entering the data into a new database that facilitates the Data Management and Analysis Team in fufilling JBDA's charter requirement to:

> **Establish a baseline case by evaluating and documenting current Battle Damage Assessment (BDA) procedures in realistic operational scenarios.**

A thorough analysis of the UFL 02 data and interviews identified the "as is" Battle Damage Assessment (BDA) process in USFK, and 14 potential DOTMLP-F (doctrine, organization, training, materiel, leadership, personnel, and facilities) enhancements were developed to improve that process. These enhancements fall into three major areas: Improved C4I Interoperability; Improved USFK Tactics, Techniques, and Procedures (TTP) for BDA; and Improved BDA Training. (There is more complete information on these enhancements on page 3 of this publication.)

In December 2002, JBDA verified initial observations and potential enhancements during the UFL 03 Initial Planning Conference. The USFK staff and service exercise planners agreed to the development of the proposed enhancements and to providing technical advice. JBDA must now complete the development and installation of these enhancements before UFL 03 in order to meet a second charter requirement:

> **Examine potential deficiencies and opportunities for improvement which will then be installed and verified.**

Development of the enhancements involves JBDA coordinating with the leaders of the BDA-related cells in the headquarters of USFK's Combined Forces Command, its component commands, and its federated BDA partners. Everyone involved must understand the enhancements, and become proficient in their use before UFL 03. This daunting task is

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THE MISSION OF JBDA

JBDA is chartered to employ multi-Service and other Department of Defense agency support, personnel, and equipment to investigate, evaluate, and improve BDA for the joint force commander to facilitate operational decision-making. JBDA will accomplish this mission by:

- Identifying, testing, and assessing current BDA processes and procedures, and recommending and evaluating enhancements
- Characterizing current BDA training and manpower authorizations for unified command, Service, and agency BDA personnel, and recommending and evaluating training improvements
- Defining system and architecture interoperability, and nominating and testing solutions (enhancements)

now the focus of effort for the JBDA staff.

While technology eases the logistica requirements of developing, fielding, and testing enhancements with forces deployed up to 8,000 miles away, success remains dependent upon strong support from the leaders and planners in the involved organizations. JBDA wishes to express its gratitude for the tremendous support provided thus far by USFK, its component commands, federated BDA partners, and the supporting reserve headquarters. With such enthusiastic support, JBDA will succeed in attaining a third charter requirement:

These potential improvements will be tested in environments as closely aligned with the baseline measurements as possible.

Ultimately, these BDA-related DOTMLP-F enhancements should allow operational forces worldwide to perform their missions more efficiently and effectively when next called upon.

An old Chinese proverb states, "May you live in interesting times." The months preceding UFL 03 most certainly will be interesting times at JBDA. ⊕

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BDA Crucial to Military Forces

The purpose of the JBDA Joint Test and Evaluation (JT&E) is to enhance the BDA process. The JBDA focus is on BDA reporting as it supports key decision points of the military campaign. The scope of this JT&E covers near-term enhancements to the joint BDA process. Enhancements are being developed in the context of the BDA cycle, which includes the following five elements: 1) plan-ning, 2) collect-ion, 3) processing/exploitation, 4) production, and 5) dissemination. All of the enhancements are centered on improving the ability to provide more accurate, timely, and complete BDA to the joint commander.

There are a number of factors to consider during the enhancement development and implementation effort. BDA is now crucial to military operations because today's battlespace has become more dynamic, thereby compressing the commander's decision cycle. Republic of Korea military units constitute the bulk of the military forces in combined operations in Korea. This is a markedly different force structure than what was employed in past US-led combined operations conducted in other theaters. Effects-based operations and effects-based assessment, along with predictive methods, are emerging concepts in the USFK domain that are directly related to and highly dependent on BDA. Enhancement development and implementation activity must be completed in a relatively short segment of the JBDA JT&E timeline. JBDA is not in a position to revolutionize the BDA process. Rather, JBDA is developing and implementing the enhancements in order to demonstrate a significant improvement in the existing BDA process.

1 The first group of enhancements relates to C4I capabilities. The Advanced Deep Operations Coordination System (ADOCS) will be modified to facilitate the coordination of post-strike BDA activity. To establish a single repository of BDA information, JBDA systems engineers and programmers will develop a database server that reads portions of BDA-related data currently held in ADOCS, the Interim Targeting Solution system, and the All-Source Analysis System. To provide better access to BDA-related information, JBDA will upgrade the air component command's BDA Info-Tech tools and production facility. This will include a large visual display of BDA data in the air operations center (AOC). The control elements of special operations forces (SOF) will be given direct access to a data network that will help achieve faster and wider dissemination of time-sensitive SOF reports. To create a one-stop-shop for BDA and Intel, the USFK Theater Dissemination website is being completely rebuilt. The new version will allow automated posting of BDA products and will contain links that facilitate interaction amongst the numerous in-country and out-of-country BDA players.

2 The second group of enhancements is focused on TTP. Revised procedures will be developed for mobile and maneuver BDA, and a new web server will accommodate the enhanced ground BDA process. The federated partners outside of Korea will be given new secure network equipment in order to increase their participation in the BDA process. Additionally, JBDA will refine the exercise and real-world procedures for using multiple intelligence sources and sensors in the BDA collection process. To improve the timelines and flow of BDA reporting, JBDA is endeavoring to standardize the formats and flow of post-mission reporting. A comprehensive USFK BDA Guide will be published prior to USFK's next major exercise. This handbook will encompass the entire BDA process from start to finish.

3 Finally, there are several enhance-ments which support BDA training. A six CD computer-based BDA rapid familiarization course is nearing completion. It will be used to quickly train BDA cell augmentees prior to deployment or immediately upon arrival at their deployed location. Several actions will be taken to make UFL BDA training more realistic, robust, and useful. Among those are the down-linking of post-strike in-flight reports from simulated Airborne Warning and Control System (AWACS) and Joint Surveillance Target Attack Radar System (JSTARS) aircraft to the AOC.

JBDA will implement all of the enhancements in the USFK domain just prior to UFL 03. Subsequent to that major exercise, JBDA will conduct a complete analysis of both the baseline test data from UFL 02 and the enhanced test data from UFL 03. A comparative analysis will then be made between the two tests to determine the degree of improvement brought about by the enhancements. Those enhancements found to have universal applicability will be exported as legacy products to improve the BDA capabilities of other combatant commands. The JBDA JT&E program faces a great challenge. It is focused on a facet of combat operations that is obviously critical to real-world operations, but has largely been ignored in peacetime. Several senior military leaders have cited BDA as being the weak link in the decision cycle. Rest assured that JBDA is surging forward in a team effort to strengthen that link which has become even more critical in an era of lightning-fast ground forces and precision guided munitions.

JBDA EXPANDS BASELINE TESTING TO COLLECT DATA IN OPERATION ENDURING FREEDOM

JBDA is a 3-year test and evaluation chartered by the Director of Strategic and Tactical Systems in the Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) to study and enhance BDA within joint forces. Before September 11, 2001, JBDA had planned a 3 phase approach to its problem statement. The JBDA program test plan had called for:

- Establishing a baseline of joint force BDA procedures by observing and collecting data in a major joint training event.
- Analyzing the baseline data to identify deficiencies, and then implementing enhancements to compensate for those deficiencies.
- Evaluating the enhancements' effectiveness in a similar test.

The attack on America induced JBDA's director, Colonel James Diehl, to amend the Program Test Plan to include the anticipated sustained operations later designated as Operation ENDURING FREEDOM (OEF).

BDA is primarily an intelligence function that is a subset of combat assessment or the determination of the enemy's overall capability to fight. Multiple cells within the intelligence (J2) and operations (J3) directorates of joint force headquarters and corresponding cells in the component headquarters perform BDA. The supported joint force headquarters may coordinate with the supporting commands or combat support agencies (primarily the Defense Intelligence Agency) to obtain specialized BDA support for specific types of targets. These participating commands and agencies are collectively known as the "federated BDA partners." At the onset of OEF, JBDA quickly deployed to observe BDA planning and operations and to collect data at both the supported combatant command and its supporting federated BDA partners.

In OEF, the US Central Command (USCENTCOM) was the supported command, so JBDA sent a series of observers to USCENTCOM headquarters at MacDill Air Force Base in Tampa, Florida to collect data on the joint BDA process in use. Concurrently, JBDA sent observers to several other sites to collect data and observe the BDA process in use by USCENTCOM's federated BDA partners. All observers were well received and were able to collect an abundance of data and observations.

The adage, "No plan survives the first contact with the enemy," held true, and the supported and supporting commands and agencies made adjustments to the joint BDA process as the operation progressed. JBDA observed these changes and was able to focus on the specific

Headquarters,
US Central Command,
MacDill Air Force Base, Florida
(Source: USCENTCOM website, http://www.centcom.mil/aboutus/aboutus.htm)

friction points in the BDA process. These observations proved to be highly valuable in preparing JBDA for the principal baseline data collection event in mid-2002.

At any time during OEF, the urgency of the operation, extensive security requirements, or "the fog of war" could have derailed this ambitious contingency test. However, the OEF participants welcomed JBDA and openly discussed their thoughts and concerns regarding the joint BDA process. JBDA analyzed the data collected and identified several areas suitable for potential enhancements. During fiscal year 2003, JBDA expects to repay USCENTSOM's and the federated partners' help and candor by implementing many of these enhancements.

Senior Mentor Seminar Series: *Translating Past Lessons into Future Opportunities*

JBDA is a 3-year JT&E Program chartered to study and enhance BDA within the joint forces. On 2 October 2002, JBDA hosted a senior mentor seminar at the JBDA office in Suffolk, Virginia. The seminar was conducted in a non-attribution environment to encourage the participants to speak freely and exchange ideas. The senior mentor was a retired US Air Force general officer who commanded both a Service and functional component in a sub-unified command. Other participants included the chiefs of the BDA cells from two combatant commands and one sub-unified command, as well as representatives of the program managers for two new BDA-related coordination systems.

The senior mentor described significant issues related to combat assessment from the perspective of a joint force or component commander. Topics included:

- Sources of assessment problems
- Focusing commands toward assessment
- Information management
- Training
- Commander's role in assessment
- Operational assessment
- Campaign assessment
- Effects-based operations
- Future challenges regarding assessments
- Strategic assessment
  Effects-based operations
  Metrics (performance and effectiveness)
- Lessons learned regarding assessments
- Future challenges regarding assessments

The discussion period was followed by lunch and a series of 15-minute briefings by the officers representing the BDA cells of the combatant and sub-unified commands. Each briefing included time for questions and answers. The slides from these briefings are available through links on the JBDA SIPRNET website at https://jbda.jte.osd.smil.mil/.

The Chief of the US Central Command's BDA Cell delivered an overview of the BDA process used in OEF. He was followed by the lead contractor in the Effects-Based Operations Cell of US Joint Forces Command's Joint Experimentation Directorate. He provided an update on the recent joint experiment, Millennium Challenge 2002. Next, a representative of the US Forces Korea/CJ2/CJ3/Combined Effects Synchronization Cell (CESC) gave a briefing on the process of creating the USFK CESC to implement effects-based operations. Then, a representative from the US Air Force Command and Control, Intelligence, Surveillance, and Reconnaissance Center presented an overview of the development of the new Joint Execution Tool (JET) and an update on the status of the Joint Targeting Toolbox (JTT). The final briefing was provided by a representative of the US Army Joint Theater Preci-

sion Strike Operations Advanced, Concept Technology Demonstration, who gave an update on the development of the ADOCS now being used by several combatant commands and their Service components.

The presentations stimulated vigorous conversations, and the seminar attendees left with a renewed understanding and awareness of relevant BDA issues. JBDA appreciates the support and participation by all of the attendees and looks forward to our next Senior Mentor Seminar in Fall 2003.

Congratulations!

Congratulations to **Colonel (Select) John Liburdi**. On 13 March 2003, the Air Force Colonel Select List was released, and JBDA's Deputy Test Director for Legacy and Support, Lt Col John Liburdi, was on it. Lt Col Liburdi joined JBDA in September 2002 after a tour as Chief of Security Assistance to Italy at the US Embassy in Rome. Lt Col Liburdi is a US Air Force (USAF) Communications-Information Systems Officer and has an extensive background in voice and date pipelines. Lt Col Liburdi has spent several tours in specialized USAF Intelligence units where he managed product forwarding systems. In addition, he served as Chief of the Technical Services Division in a Department of Defense Intel organization that dealt in communications securitys.

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Newly promoted **LTC Scot Newport** is head of the Test Planning and Execution Division of JBDA. He is a graduate of the Infantry Officer's Basic Course, the Military Intelligence Advanced Course, and the Command and General Staff College. He was commissioned as an Infantry Officer and subsequently transferred to Military Intelligence. LTC Newport served as a BN S-2 with the 2/7 Infantry, 24th Infantry Division, during Operations DESERT SHIELD and DESERT STORM. He also served in Europe with US Army, Europe, and the 7th Army, and he participated in Operation ALLIED FORCE. As an instructor, LTCNewport assisted in standing up the Joint Targeting School at the Dam Neck Fleet Combat Training Center, Atlantic, in Virginia Beach, Virginia.

Recent promotee **MAJ Robert L. Cox** is JBDA's Executive Officer. He came to JBDA after serving as a Company Commander at Ft. Jackson. He spent his early years as an Armor Officer at Ft. Knox. There, he served as a Tank Platoon Leader, Troop Executive Officer, and Scout Platoon Leader in the old 194th Separate Armor Brigade. In 1996, he attended the Military Intelligence Transition Course and the Military Intelligence Officer Advance Course. Upon completing his training at Ft. Huachuca, he was assigned to the 3rd Infantry Division as a Tactical Intelligence Officer. While at Ft. Stewart, he served as a BN S-2, Assistant BN S-3, and G-2 Div Intel Officer. MAJ Cox graduated from Georgia Southern University.

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